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ABSTRACT

This book challenges traditional notions of leadership. It was written to help managers and nonmanagers alike improve their abilities to lead others to get extraordinary things done in organizations. Data were derived from administration of the Personal Best Questionnaire to 550 managers, interviews with 42 managers, and administration of the Leadership Practices Inventory to over 3,000 managers and their subordinates. Chapter 1 describes the five practices common to successful leaders that emerged from the research: (1) challenge the process; (2) inspire a shared vision; (3) enable others to act; (4) model the way; and (5) encourage the heart. Chapter 2 describes the characteristics that followers most admired in their leaders. Chapters 3 through 12 explore each of the five successful leadership practices. Each chapter includes case-study examples and concludes with a set of recommendations for putting the practice to use. Four tables, two figures, and chapter endnotes are included. The final chapter describes how people learn to become leaders and how they continue their growth and development. Appendices contain the Personal Best Questionnaire and the Leadership Practices Inventory. (LMI)

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